


**AREA MANAGEMENT EVALUATION
SUPERVISION AND TRAINING**

CHP 453G (Rev. 5-06) OPI 009

AREA Dunsmuir Grade IF	DIVISION Northern	NUMBER 147
EVALUATED BY B. W. Duncan		DATE 03/31/2010

INSTRUCTIONS: Indicate items reviewed by placing a check in the "Evaluated" box and/or the "Action Required" box. If this form is used as a Correction Report, the "Correction" box should be initialed and dated as deficiencies are corrected. Answer individual items with "yes" or "no" answers, or fill in the blanks as indicated. If additional comments are necessary, the information can be placed on the CHP 454, Area Management Evaluation Supplement. The Supplement should include significant findings, accomplishments or corrective actions, unresolved items, problems or progress, and the evaluator's overall impressions. This form can be completed in pen or pencil, and the Supplement can be handwritten if desired.

TYPE OF EVALUATION <input type="checkbox"/> Formal Evaluation <input checked="" type="checkbox"/> Informal Evaluation		SUSPENSE DATE 04/10/2010
FOLLOW-UP REQUIRED <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	<input type="checkbox"/> Correction Report BY _____	COMMANDER'S REVIEW  W. Wedderburn, CHP Lt. 11674 DATE 04/09/2010
1. GENERAL		EVALUATED B. W. Duncan
		ACTION REQUIRED N/A
		CORRECTED N/A

- a. Does the Area work force consist of employees, supervisors and managers who support the principles addressed in GO 0.8, Professional Values? ☒ Yes ☐ No
- (1) Are the employees capable of performing and maintaining essential services to the public? ☒ Yes ☐ No
- (2) Are upward mobility and career development programs and training available to interested employees? ☒ Yes ☐ No
- b. Do supervisors at all levels assume responsibility for the development and training of their employees? ☒ Yes ☐ No
- (1) Do supervisors review and assess specific training needs with employees annually? ☒ Yes ☐ No
- (a) Is this review done in conformance with the departmental Out-Service Training Plan? ☒ Yes ☐ No
- c. Do employees assist in their training assessment by helping supervisors identify their strengths and weaknesses? ☒ Yes ☐ No
- (1) Do employees seek information on training opportunities to improve their job performance? ☒ Yes ☐ No
- (2) Do employees initiate their own career development plan? ☒ Yes ☐ No
- (3) Do employees utilize the knowledge, skills, and abilities they have acquired through training? ☒ Yes ☐ No

2. LIEUTENANTS (OTHER THAN COMMANDERS)	EVALUATED N/A	ACTION REQUIRED N/A	CORRECTED N/A
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a. What are the commander's plans for developing Area lieutenants? The Dunsmuir Grade Inspection Facility has only one Lieutenant who is also the Commander.

(1) Are the plans in writing? ☐ Yes ☐ No *N/A*

(2) Is there meaningful guidance, direction, and assistance provided to lieutenants in the formulation of their individual career development plans? ☐ Yes ☐ No *N/A*

(3) Does the commander work with the lieutenants to structure a development plan that provides job experience that will contribute most to the accomplishment of both the lieutenant's career goals and those of the Department? ☐ Yes ☐ No *N/A*

(a) Do the lieutenants have a career development plan based on their assessment center follow-up reports? ☐ Yes ☐ No *N/A*

(b) Does the commander use the lieutenant's career development plan to structure needed training and make meaningful comments on annual performance reports? ☐ Yes ☐ No *N/A*

(5) Are lieutenants encouraged to participate in self-initiating activities such as continuing college-level education, public speaking training (e.g., Toastmasters), professional and community organization affiliation, etc.? ☐ Yes ☐ No *N/A*

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- (6) Do lieutenants' annual evaluations contain comments on their managerial potential and their desires on upward mobility?

☐ Yes ☐ No *N/A*

- (a) How does the commander train the lieutenants for command responsibility?

N/A

- (b) Are the lieutenants submitting completed staff work?

☐ Yes ☐ No *N/A*

- (c) Are the lieutenants involved in coordination with other agencies in the criminal justice system?

☐ Yes ☐ No *N/A*

- (d) Are the lieutenants participating in Headquarters career development assignments?

☐ Yes ☐ No *N/A*

- b. Are lieutenants given freedom to manage their respective operations?

☐ Yes ☐ No *N/A*

- (1) Are the lieutenants effective supervisors?

☐ Yes ☐ No *N/A*

- (2) Are the lieutenants developing managerial skills in subordinate supervisors?

☐ Yes ☐ No *N/A*

- (3) Are the lieutenants well-organized in their work?

☐ Yes ☐ No *N/A*

- (a) Do they maintain files to assist in evaluations?

☐ Yes ☐ No *N/A*

- (b) Do they plan and make effective use of time?

☐ Yes ☐ No *N/A*

- (c) Do they work closely with subordinates?

☐ Yes ☐ No *N/A*

- (d) Do they foresee problems and plan for them?

☐ Yes ☐ No *N/A*

- (e) Do they have an "open door" policy that does not circumvent the sergeant's authority?

☐ Yes ☐ No *N/A*
3. SERGEANTS

EVALUATED

B. W. Duncan

ACTION REQUIRED

N/A

CORRECTED

N/A

- a. Is the sergeant's role as an essential member of the command's management team well-defined and understood?

☒ Yes ☐ No

- (1) Does Area use the sergeant as part of the management team and ensure all have a good understanding of and agree on priorities?

☒ Yes ☐ No

- (a) Do the sergeants maximize their on-the-road field supervision time?

☒ Yes ☐ No

- (b) Do the sergeants properly apply management philosophies and supervisory skills?

☒ Yes ☐ No

- (c) Do the sergeants promote a positive environment conducive to counseling and motivating subordinates?

☒ Yes ☐ No

- (2) Do the sergeants assist in the development of their subordinates?

☒ Yes ☐ No

- (a) After officers with supervisory potential are identified, what is done to develop that potential? The identified officers are provided with guidance and given tasks that strengthen their supervisory potential.

- (3) Are the sergeants able to direct the activities of subordinates to accomplish Area and departmental goals?

☒ Yes ☐ No

- (a) Do the sergeants' actions show a willingness to become involved?

☒ Yes ☐ No

- (b) Do the sergeants know when to act, when to delegate, and when to refer to a superior?

☒ Yes ☐ No

- (4) Are sergeants available at the beginning and at the end of shift in the office, and in the field during shift?

☒ Yes ☐ No

- (a) If on an alternate workweek, are the sergeants able to provide adequate supervisory coverage?

☒ Yes ☐ No

- (5) Is there an established system for sergeants' ride-alongs?

☒ Yes ☐ No

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(a) Are sergeants conducting ride-alongs as required? ☒ Yes ☐ No

(b) How are ride-alongs documented? Noted on POST PSP Ride-A-Long Form and noted/attached to monthly evaluation.

(6) Is there a written order addressing supervisory observation of court testimony and the courtroom demeanor of officers? ☒ Yes ☐ No

(a) How is courtroom observation documented? Noted on monthly evaluation.

(b) Has courtroom procedures/testimony training been provided for officers? ☒ Yes ☐ No

(7) What policy does Area have for review of reports? Supervisor review and sign off, with filing by Special Duty Officer. Unusual and/or high profile reports are also reviewed by the Commander.

(a) How often do sergeants review and, if necessary, discuss reports with officers? Sergeants review the reports and discuss any shortcomings with the officer.

(b) If special duty officers review reports, are deficient and/or superior reports brought to the attention of the supervisors? ☒ Yes ☐ No

(c) Do supervisors utilize matrix reports as well as hands-on inspection of documents? ☒ Yes ☐ No

(8) Do sergeants respond to incidents involving damage to state equipment or injury to personnel? ☒ Yes ☐ No

(a) Do they assist with felony arrests or respond to physical arrest incidents? ☒ Yes ☐ No

(b) Do they respond to specific types of accidents? (If yes, specify.) ☒ Yes ☐ No

Hazardous Material releases and spills as incident dictates.

(c) What role do sergeants assume at accident scenes? Incident Commander/Safety Officer and assist in other functions as needed.

(d) Are sergeants aware of MAIT call-out criteria? ☒ Yes ☐ No

(e) How many times has a sergeant been "called-out" to an accident in the past year? None.

(9) Are daily briefings held for each shift? ☒ Yes ☐ No

(a) Are briefings interesting and meaningful, with the supervisor in control? ☒ Yes ☐ No

(b) How are briefing items and attendance documented and filed for future reference? Briefing Items are read aloud by the Sergeant or OIC and initialed as read. The daily log lists the personnel present.

(c) How are special duty officers briefed? With the rest of the shift and as needed individually.

(10) What methods do sergeants use to plan their goals for the month (e.g., planning calendar)? Specific task list and planning calendars.

(11) Do sergeants participate in Public Affairs activities? ☒ Yes ☐ No

(a) Have they received public speaking training from their commander? ☒ Yes ☐ No

(12) Do newly promoted or transferred sergeants receive proper orientation? ☒ Yes ☐ No

(13) Do the sergeants have a good working knowledge of policies and procedures affecting their assignment? ☒ Yes ☐ No

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(a) How do sergeants keep current on additions or revisions to policy? Through staff meetings, e-mails, COMMNETs, briefing items, etc.

(b) Are the sergeants knowledgeable about current topics such as collective bargaining, affirmative action, civil liability, etc.?

☒ Yes ☐ No

(c) Do the sergeants expedite training/briefing of recent changes for subordinates?

☒ Yes ☐ No

4. OFFICERS

EVALUATED

B. W. Duncan

ACTION REQUIRED

N/A

CORRECTED

N/A

a. Does Area have a formal orientation training program?

☒ Yes ☐ No

(1) Does a supervisor oversee this program?

☒ Yes ☐ No

(2) Are departmental guidelines followed for field orientation training?

☒ Yes ☐ No

(3) Are Area field training officers (FTOs) departmentally qualified?

☒ Yes ☐ No

b. Did Area adequately identify their needs when planning their training program?

☒ Yes ☐ No

(1) Has an effective training program plan been developed?

☒ Yes ☐ No

(a) Does it reflect both current and future needs?

☒ Yes ☐ No

(b) Is training scheduled far enough ahead to assure continuity, yet flexible enough for changing needs?

☒ Yes ☐ No

(c) Are plans regularly updated?

☒ Yes ☐ No

(2) Who is responsible for training? Special Duty Officer (T. Willock, CHP #15554) and a Sergeant (S-2/B. W. Duncan, CHP #10709), who are overseen by the Commander (Lt. W. Wedderburn, CHP #11674)

(a) Is this person effective?

☒ Yes ☐ No

(b) Are guest speakers and other instructors regularly scheduled?

☒ Yes ☐ No

(c) Are critiques used to ensure only the best presentations are scheduled?

☒ Yes ☐ No

(d) How does Area identify personnel whose expertise may qualify them as an instructor? Review of personnel files upon assignment to the Facility, informal interviews by Special Duty Officer and/or Supervisors, and during annual evaluations.

(3) What methods are used by Area to establish training needs? Combination of POST Decentralized Training Schedule;

requirements from Academy, Division, and commander; identification of shortcomings by management and supervision; and request from Officers and CVIS for training.

(a) Do training topics appear relevant?

☒ Yes ☐ No

(b) Are training results objectively evaluated on a regular basis?

☒ Yes ☐ No

c. Who is responsible for specialized training with the Area? Special Duty Officer (T. Willock, CHP #15554) and a Sergeant (S-2/B. W. Duncan, CHP #10709). Commercial specific is coordinated through Division and HQ - Commercial Section.

(1) Are all officers proficient with cameras?

☒ Yes ☐ No

(a) If not, are enough trained to meet operational needs?

☒ Yes ☐ No

(b) Is refresher training provided periodically?

☒ Yes ☐ No

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(c) Who reviews photographs when they are returned? Special Duty Officer (T. Willock, CHP #15554) and a Sergeant (S-2/B.

W. Duncan, CHP #10709).

(d) Is a specific individual responsible for camera maintenance? ☒ Yes ☐ No(2) Is one specific person responsible for Defensive Driver Training? ☒ Yes ☐ No(a) Has Area complied with driver training requirements outlined in HPM 10.6, Occupational Safety Manual? ☒ Yes ☐ No(3) Are there any special needs in the Area? ☒ Yes ☐ No(a) If so, has any special training been provided in those areas? ☒ Yes ☐ No(4) Are all officers currently certified in CPR? ☒ Yes ☐ No(a) Is annual training conducted on schedule? ☒ Yes ☐ Nod. Is one specific person responsible for training records? ☒ Yes ☐ No(1) Is a training chart utilized to record all training conducted in the Area? ☒ Yes ☐ No

(2) If a training chart is not used, what type of system is utilized by the Area? Also supplemented with a Bulletin Board on the

Training Sergeant's wall and checked when annual evaluations occur.

(3) Are In-Service training records complete and current? ☒ Yes ☐ No(a) Have officers new to the Area been added to the records? ☒ Yes ☐ No(4) Are records of individual officers current? ☒ Yes ☐ No**5. NONUNIFORMED**

EVALUATED

B. W. Duncan

ACTION REQUIRED

N/A

CORRECTED

N/A

a. What special training has been planned for nonuniformed employees? Training as offered by CHP and Division and part of applicable Monthly/Quarterly Training.

b. Is there a planned orientation for new employees? ☒ Yes ☐ No(1) Is the departmental orientation guide for new employees being utilized? ☒ Yes ☐ No(2) Have new employees reviewed the video, "Spirit of Excellence"? ☒ Yes ☐ No**6. EVALUATION PROCESS**

EVALUATED

B. W. Duncan

ACTION REQUIRED

N/A

CORRECTED

N/A

a. What methods are utilized to assure sergeants have sufficient supervision time with the officers they evaluate? Sergeants schedule time to attend court or go on ride-a-longs with officers. As the Facility is a close environment, most of the supervision time with both officers and non-uniformed (CVIS) is daily interaction and immediate to the situation.

(1) Are evaluation assignments equitable? ☒ Yes ☐ No(2) Are evaluations done on schedule? ☒ Yes ☐ No

(3) How do lieutenants record their observations of the sergeants' critical task performance? Usually on the monthly supervisor evaluation reports.

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b. What records do the supervisors keep on the employees they supervise? Specific contacts may be noted on supervisor monthly evaluations; positive and negative comments on monthly evaluations; Forms 2s, MODs, etc.

(1) Are significant matters recorded and filed regularly to provide a basis for evaluations? ☒ Yes ☐ No

(a) Do records have a good balance of positive and negative comments? ☒ Yes ☐ No

(2) Do all documents and comments comply with the Peace Officers' Bill of Rights? ☒ Yes ☐ No

(3) Do all supervisors contribute to the records? ☒ Yes ☐ No

(4) Are similar records kept of supervisor's efforts? ☒ Yes ☐ No

c. Are evaluations realistic, objective, and meaningful? ☒ Yes ☐ No

(1) Are evaluations consistent in the rating process? ☒ Yes ☐ No

(2) Is there continuous and thorough documenting of performance at all command levels? ☒ Yes ☐ No

(3) Do employees feel their evaluations assist them? ☒ Yes ☐ No

(4) Are comments in the evaluation in keeping with their overall importance? Yes. ☒ Yes ☐ No

(5) Is the performance objective monitored, with proper recognition given? ☒ Yes ☐ No

(6) Does the Area have a procedure to test the effectiveness of evaluations? ☒ Yes ☐ No

(7) Is the commander satisfied with the Area's evaluation process? ☒ Yes ☐ No

(8) Does the commander have a clear understanding of his/her role in the performance appraisal process? ☒ Yes ☐ No

7. INTERIM REPORTS

EVALUATED
B. W. Duncan

ACTION REQUIRED
N/A

CORRECTED
N/A

a. Are interim reports utilized as appropriate? ☒ Yes ☐ No

(1) Do supervisors understand the procedures for issuing them? ☒ Yes ☐ No

(2) Were all other appropriate supervisory techniques used without positive results prior to implementing interim reporting? ☒ Yes ☐ No

b. Are interim reports periodically updated and discussed with the employee? ☒ Yes ☐ No

(1) Do interim reports discuss the problem(s) in specifics and establish performance objectives? ☒ Yes ☐ No

(2) Are definite methods outlined to achieve satisfactory performance? ☒ Yes ☐ No

(3) Are controls and follow-up present? ☒ Yes ☐ No

(4) Is the plan of action fully discussed with the employee? ☒ Yes ☐ No

(5) If satisfactory performance is not achieved within the specified time frames, is further corrective action taken? ☒ Yes ☐ No

8. INCIDENT REPORTS (CHP 2)

EVALUATED
B. W. Duncan

ACTION REQUIRED
N/A

CORRECTED
N/A

a. Are local controls over CHP 2s reasonable? ☒ Yes ☐ No

(1) Who can issue them? Commander/Lieutenant. May be recommended/drafted by Supervisors.

(2) How are they filed? In personnel File

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(3) Are they available for supervisor's review?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
(4) Who assures a proper relationship in the recognition of commendable and censurable incidents? <i>COMMANDER</i>	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
b. Are incident reports properly worded?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
(1) Do they state the subject in plain, concise language?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
(2) When appropriate, do they set goals and provide meaningful direction?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
(3) Do they accomplish their purpose?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
c. Does the Area have an alternative way to document good work and minor deviations supplemental to the incident report?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No

9. ATTITUDES AND DISCIPLINE

EVALUATED B. W. Duncan	ACTION REQUIRED N/A	CORRECTED N/A
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a. How do employees really feel about their work, their supervisors, the role of traffic enforcement, etc.? The majority enjoy their work, feel they have good and fair supervisors, and are playing a very important role in highway safety (commercial vehicles).		
(1) Do officers feel their work is a valuable contribution to the departmental operation?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
(2) Are there frustrations in their work?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
(a) How can these frustrations be reduced? N/A		
(3) Are employees familiar with recent changes in policy or procedure?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
(4) Do the nonuniformed employees feel they are allowed to participate in Area functions equally with the uniformed employees?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
(5) Do all employees get along well?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
(6) Are there problem individuals?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
(a) Are supervisors aware of these individuals, and are they taking steps to change their behavior?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
b. Is there a positive motivation force present in the squad?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
(1) Is a climate created so that individuals <u>want</u> to do a good job?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
c. Are the grievance and complaint procedures understood by all supervisors and employees?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
(1) How do supervisors feel about the procedures? The procedures are adequate and fair.		
(2) If there has been a recent case filed, was it handled successfully?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
(a) If no, did it properly proceed to the next appropriate level?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
(3) Are all grievances and complaints relating to contract interpretations retained in the Area in accordance with provisions contained in HPM 9.1, Employee Relations Manual?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No

COMMAND INSPECTION PROGRAM
EXCEPTIONS DOCUMENT

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Command: Dunsmuir Grade I.F.	Division: Northern	Chapter: 07
Inspected by: B. W. Duncan, SGT. #10709		Date: 03/31/2010

INSTRUCTIONS: This document shall be typed. Check appropriate boxes as necessary, or fill in the blanks as indicated. Enter the chapter number of the inspection in the Chapter Inspection number. Under "Forward to:" enter the next level of command where the document shall be routed to and its due date. This document shall be utilized to document innovative practices, suggestions for statewide improvement, identified deficiencies, corrective action plans. A CHP 51 Memorandum may be used if additional space is required.

TYPE OF INSPECTION <input type="checkbox"/> Division Level <input checked="" type="checkbox"/> Command Level <input type="checkbox"/> Executive Office Level		Total hours expended on the inspection: 3	<input type="checkbox"/> Corrective Action Plan Included <input checked="" type="checkbox"/> Attachments Included CHP 4536
Follow-up Required: <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	Forward to: Northern Division Due Date: 05/08/2010		
Chapter Inspection: 07			
Inspector's Comments Regarding Innovative Practices:			

N/A

Command Suggestions for Statewide Improvement:
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N/A

Inspector's Findings:

Incompliance.

Commander's Response: <input checked="" type="checkbox"/> Concur or <input type="checkbox"/> Do Not Concur (Do Not Concur shall document basis for response)
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Concur.




Inspector's Comments: Shall address non concurrence by commander (e.g., findings revised, findings unchanged, etc.)

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Command: Dunsmuir Grade I.F.	Division: Northern	Chapter: 07
Inspected by: B. W. Duncan, SGT. #10709		Date: 03/31/2010

Required Action
Corrective Action Plan/Timeline

N/A

<input type="checkbox"/> Employee would like to discuss this report with the reviewer. (See HPM 9.1, Chapter 8 for appeal procedures.)	COMMANDER'S SIGNATURE 	DATE 05/03/2010 5/4/10
	INSPECTOR'S SIGNATURE  CHP SGT #10709	DATE 05/03/2010
<input type="checkbox"/> Reviewer discussed this report with employee <input checked="" type="checkbox"/> Concur <input type="checkbox"/> Do not concur	REVIEWER'S SIGNATURE 	DATE 5.10.10